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CHANGES IN THE ARMY'S RECRUITING PRACTICES

by

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Introduction

The United States is a nation at war against the Global War on Terrorism (GWOT) at home and abroad and we will most likely be at war for the foreseeable future or until we obtain a desired endstate. The Army's 2004 Posture Statement clearly lays out the importance of the recruiting mission and its impact on the Army's ability to conduct an extended war on terrorism. In the statement, the Army acknowledges that we do not know yet the effect the high operational pace will have on recruiting in future years (Manning, 2005, 1).

Recruiting prior to 11 September 2001 was constant and successful for most Army recruiting organizations. Now there appears to be a decrease in the number of future soldiers recruited each year in support of the Army's contract and accessions mission. In that, the Army did not make its FY05 mission -- the first time in the last several years. Qualified recruits are necessary to the mission of the military and its success in future military operations at home and abroad.

In its history the United States has never had to fight an extended war with an all-volunteer Army, however, we face that situation today. The ability to maintain an all-volunteer force does not come without challenges. One of which is the challenge of trying to recruit the best-qualified officers and enlisted future Soldiers to serve in the greatest military ever established.

This research paper will analyze recruiting past and present to determine if recruiting in the military (more specifically the Army) has changed since 9/11. It will show the possible trends of change that has evolved since 11 September 2001 and analyze what caused the change and why. It will also look at what the military has done to promote continued success in recruiting the best and the brightest for today's military and beyond.

Background and History

On 30 June 1973 the All-Volunteer Force (AVF) came into existence when President Richard Nixon discontinued the draft and created the AVF. Since that time, the AVF has been a mainstay for military service for the entire Armed Forces. During the period of 1973 to present, the Army faced several operational challenges with deployments to Grenada, Panama, Persian Gulf, Somalia, Haiti, and the Balkans. While each operation had its challenges, they were very short operations/campaigns. Unlike previous operations, we are currently facing extended operations in Afghanistan and Iraq -- some deployments are exceeding 12 months. The United States has never had to rely on an AVF to fight an extended war. Throughout history wars were fought primarily by volunteers, but the ranks were eventually rounded out by conscripts or draftees (Manning, 2005, 2).

Conscripted service was introduced during the U.S. Civil War; however, it was met with controversy due to the perceived inequities in how conscripts were selected. Many felt with great reason that most of those drafted were from lower social and economic classes (Manning, 2005, 2). Another general perception and reality was that privileged people were able to buy their way out of conscripted service through the legally recognized practice of substitution. Substitution was when one man, for an agreed amount of money, would perform the military duties for another man who was drafted (Manning, 2005, 2). In fact, President Abraham Lincoln had a man substitute for him since at that time there were no constitutional laws exempting the President/Commander in Chief from being drafted (Manning, 2005, 2).

The military has made significant changes since 9/11. The Army has transformed to become the ultimate fighting machine in an effort to best utilize its units at home and abroad. Recruiting the best-qualified force is more important today than yesterday because our nation,

which is at war, is depending on the Armed Forces to protect her from the threats of GWOT. What can the Army do to remedy some of its recruiting issues to ensure it recruits the best qualified for service in the Armed Forces? What can we do as a society to ensure service in the Armed Forces is an honor and a privilege? Over the next several pages, these questions and many others will have answers. In that, without going back to a conscript service, continuing to recruit an all-volunteer Army remains the most viable means of obtaining the best-qualified Future Soldiers.

Recruiting Analysis Pre 9/11 and Post 9/11

Prior to 9/11, there was the mission to recruit the best and the brightest to serve in the US Army. Since the events of 9/11, that push has become greater and the need to keep up with the needs of the Army grows greater every day. Recruiting is about numbers and if the numbers are not obtained the mission is not achievable.

The media, as recent as October 2005, reported that the Army did not achieve its recruiting mission for FY05. That may be true, however, prior to 9/11 the Army routinely did not make contract mission. However, prior to 9/11 and during the Cold War era, the military had not been apart of any large war that forced the media to pay close attention to the recruiting mission. Over the last two fiscal years, there has been a decrease in the number of contracts obtained from the Army. In FY04 the percent of contracts obtained was 86% gross and 68% of total accessed. In FY05 the percent of contracts obtained was 68% gross and 59% total accessed (USAREC Mission Analysis, 2006).

Since 9/11, the greatest mission success was in FY02 when the percent of contracts obtained was 103% gross and 90% total accessed. While in FY03 the percent of contracts obtained was 110% gross and 89% total accessed (USAREC Mission Analysis, 2006). These

percentages reflect America's support for our nation just after the events of 9/11. The willingness for men and in some cases women to join the military was greater. After the Iraqi War kicked off the numbers were good but since the war is still ongoing, the numbers have declined.

USAREC is subdivided into five regional brigades and further divided into 41 battalions. The table below ranks the ten battalions with the largest proportion of enlistments from the African-American market. These markets reflected the most dramatic shifts in recruiting demographics after 9-11. For example, in First Quarter FY01, 54.5 percent of the Columbia Recruiting Battalion's contracts were from the African-American market segment, which represented 27.4 percent of its total QMA market. Only 42.4 percent of the Battalion's contracts came from the Caucasian market segment, which represented 70.8 percent its market. In the same months of FY02, the majority of the Columbia Battalion's production (57.2 percent) came from the majority population segment and only 40.0 percent from the African-American segment. In this Battalion, the increase in the proportion of contracts from one market was exactly offset by a decrease in the proportion of contracts from the other (Burger, 2003).

Recruiting Battalion	% QMA Population (2002 Estimates)		% 1 st Quarter FY01 Enlistments		% 1 st Quarter FY02 Enlistments		Percentage Point Change	
	AA	Cauc.	AA	Cauc.	AA	Cauc.	AA	Cauc.
Columbia	27.4	70.8	54.5	42.4	40.0	57.2	-14.5	14.8
Atlanta	27.6	67.7	51.3	45.4	36.4	58.5	-14.9	13.1
Jackson, MS	35.8	62.7	51.0	47.8	31.7	66.6	-19.3	18.8
New Orleans	33.2	62.6	50.4	46.0	35.2	59.8	-15.2	13.7
Baltimore	27.4	61.0	47.6	45.0	36.1	54.5	-11.5	9.5
Raleigh	26.9	68.9	46.8	50.6	34.0	60.7	-12.8	10.1
NYC	26.1	37.8	44.7	24.8	33.3	33.3	-11.5	8.5
Montgomery	25.1	72.7	41.3	57.2	34.3	62.9	-7.0	5.7
Jacksonville, FL	22.5	72.2	39.2	55.4	27.9	66.4	-11.3	11.0
Mid-Atlantic (NJ)	16.8	72.3	39.2	52.8	23.9	62.9	-15.3	10.1

There has been a noticeable increase in Caucasian enlistments and a corresponding reduction in African-American enlistments. This represents a similar trend exhibited immediately following the events of 9-11. Within five months of 9-11, production proportions had nearly returned to pre-attack levels. Since before 9/11, there has been a trend of increasing Caucasian enlistments and decreasing African-American enlistment. In fact, in FY03 there was a 3.5% decrease in African-American enlistments from FY02 while there was a 1.7% increase in Caucasian enlistments (USAREC Race Analysis, 2006).

The demographic shift resulting from 9/11 was likely due to a spike in Caucasian propensity causing a displacement in African-American enlistments. However, the current shift is more likely due to lowered African-American propensity and negative attitudes toward the war. The intense media coverage of the war in Iraq may explain the shifts that began in January 2003. At the beginning of 2003 it became apparent to most observers that war was inevitable. The media began to cover troop deployments and the increasing number of anti-war protests. At the same time, several politicians began to question the racial make-up of combat forces. This environment, coupled with the negative feelings toward the war, likely lead to the decline in African-American enlistments. It remains our assessment that a production phenomenon similar to what occurred following September 11th - a gradual return to pre-attack enlistment levels - will likely occur in the months following the war in Iraq (Dykman, 2003).

Additionally, the number of female enlistments has also declined over the last several fiscal years. At the end of FY00 (pre-9/11), female enlistments were at 22.2% while at the end of FY05 the number of female enlistments were at 17.9% which is a decrease of 4.3% between the two fiscal years. Could the war in Iraq be the cause of the decrease in the number of female enlistments? Could it be that females are not as patriotic as males? Or could it be the Army is

offering Military Occupational Specialties (MOS) that are of more interests to male rather than females? Young women are no longer encouraged to serve in the military due to incidents that happened at the beginning of the war in Iraq. Not to mention, some elements of society has a problem with women serving in combat zones. Hopefully, the number of female enlistments will increase over the next few years or when the economy is no longer considered stable.

Several factors, such as an improving economy and the continuing operations in support of the Global War on Terrorism, have created a challenging recruiting environment (ARNEWS, 2005). In an effort to maintain and increase the current force, the Army has gone to great lengths to improve recruiting practices to ensure a qualified force. The Army has identified and targeted several important areas to improve its position for recruiting Future Soldiers, which include the recruiting force, incentives, advertising, and policies affecting those three (ARNEWS, 2005).

Recruiting Incentives and Advertisements

The latest Enlistment Incentives and advertisements are a great example of some of the Army's efforts to entice the recruiting market to become apart of America's finest fighting men and women. The current bonuses offered to Future Soldiers are far better than the bonuses offered in the 80's and 90's. The purpose of the bonus is to encourage enlistments by enticing the recruit with something that will most likely be beneficial to the recruit and possibly his family.

The latest incentives and those on the horizon may offer competitive advantages for those who may choose the path of the Future Soldier. The incentives are designed to peak the interests of any young American who is uncertain of his future. The approved/current Army incentives include: (USAREC Public Affairs, 2006)

Army Maximum Enlistment Bonus: As of January 2006, the maximum combination of cash bonuses for an enlistment of four or more years is \$40,000. For high priority Military

Occupational Specialties (MOS), usually jobs that are critically short in the workforce, the \$40,000 enlistment bonus will be for three or more years.

Army Seasonal/Quick Ship Bonus: Seasonal bonuses range up to \$14,000 depending on priority of the MOS and a recruit's willingness to accept an early ship date. The purpose of the early ship date is to avoid delays in the entrance process. There was a time when the Army allowed a Future Soldier to stay in the Delayed Entry Program (DEP) for up to 12 months and sometimes longer. However, due to the necessity to get fully qualified boots on the ground, the DEP is no longer a viable program. Additionally, applicants with previous military experience may be eligible for Seasonal Enlistment Bonuses of up to the same \$14,000. They may also qualify for a critical shortage enlistment bonus of \$5,000 if they enlist prior to 31 March 2006 for at least three years in the active Army.

Active Army Bonus for Civilian Skills: This bonus is designed for qualified applicants who already have specific skills that the Army needs. If qualified, they may qualify for a \$3,000 bonus upon enlistment.

Airborne Training Bonus: Qualified applicants who enlist for Airborne Training with a follow-on assignment in an airborne unit may be eligible for a \$3,000 bonus. If a Future Soldier goes to Airborne Training but is not assigned to an airborne unit, he will not receive the bonus even if he goes to an airborne unit later.

National Call to Service 15-Month Plus Training Option: Individuals who enlist for this option will be able to choose a cash enlistment bonus of \$5,000, student loan repayment of \$18,000, or a 12 or 36 month education allowance. This bonus will assist in getting a Future Soldier in the Army; however, it will be the responsibility of retention to keep the soldier in the Army. Currently this option is for military specialties that usually require a minimum of a four-

year enlistment. On the other hand, this option is good for Future Soldiers who desire post-high school education but do not have a means to finance their educational desires.

Active Army Education Bonus: Qualified applicants holding bachelor's degrees and enlist for two or more years in any MOS can earn \$8,000. Those holding an associate's or two-year degree can earn \$7,000. Additionally, qualified high school graduates with 60+ college semester hours can earn \$6,000. Depending on the number of semester hours, an applicant can earn cash bonuses for post-high school college semester hours for 30 or more hours. The amount of cash will vary depending on the number of semester hours; however, this is a great option if the cash bonus is coupled with the **Loan Repayment Program (LRP)**. The LRP is designed to repay up to \$65,000 toward qualifying student loans for eligible recruits who enlist for at least three years. However, you can not receive the **Army College Fund** which offers up to \$71,424 for higher education with the LRP.

Note: The same Enlistment Incentives are available for Reserve Component recruits; however, at a lower cash bonus than those of Active Component recruits.

The recruit does not have to go into a Recruiting Station to hear about some of the popular bonuses offered by the Army. They can see them on a variety of local television stations during commercials. These advertisements are not only introduced to entice the Future Soldier, they are intended to entice the parents of Future Soldiers. Due to current parental concerns, recruiters now have to work with the entire family to overcome apprehensions about the potential risks of becoming a Future Soldier in today's environment (ARNEWS, 2005). The advertisements focus on providing the recruit a better way of life from that which he is accustomed to living. One particular commercial shows the recruit asking his mother for permission to join the Army with a scene of gang violence behind the recruit. The goal of the

commercial is to show the mother that if she doesn't allow her son to join the Army she may be allowing him to join a life of crime.

Recruiting Improprieties

There is no doubt in the minds of most military personnel that the recruiting mission is very challenging and sometimes not very rewarding. In fact, a recruiter can be the best his command one week and be the worst thing smoking the next week. Due to the stressful life of recruiting and (in some cases) making the mission by any means necessary, it would be fair to say that some corners may be cut to make the mission count for a moment in time

Some recruiters/leaders take the ultimate integrity plunge and figure out great ways to enlist a recruit by taking shortcuts that are not moral or ethical. As the saying goes, "everything comes out in the wash". When I say everything, I mean everything. Once it is necessary to investigate a recruiter for a possible impropriety, it is also necessary to remove him from recruiting duty until the investigation is complete. Improprieties range from something as simple as not completing an application properly to having an inappropriate relationship with an applicant. Improprieties have the tendency to affect the morale of a command, especially when a contract producing station is under investigation for falsifying applications to make mission. Or when a recruiter decides to encourage an applicant to go absent without leave (AWOL) from the airport without reporting to Basic Training. Or, when a married recruiter gets a possible applicant pregnant and denies the improper relationship to force a full blown investigation. After conducting a variety of impropriety investigations, it is safe to say that not every recruiter is morally sound; however, the good far outweighed the misguided.

In the meantime, improprieties affect the command and command relationships in the area closest to the impropriety. When a command has two to three recruiters off mission due to

an impropriety and is not given relief for that recruiters mission another recruiter will take responsibility for the mission. Of course, unless the recruiter has a few extra contracts he is holding on to for the following month, he will find himself in front of his commander explaining why he did not achieve mission. One commander expressed that improprieties always affected the morale of the unit especially the recruiting station he was assigned.

Since impropriety data was not accessible/releasable through USAREC legal channels, it is not certain if improprieties play a large roll in recruiting shortfalls since 9/11. However, if the command has to focus on an impropriety problem, then the likelihood exists for improprieties to affect the mission of recruiting and possibly the number of recruits accessed. Recruiters work hard to accomplish the mission and it is not an expectation of the command for them cut corners to accomplish that same mission.

Expectations

When randomly speaking to other military members of different ranks/grades and people in our society to determine the expectations of the recruiter, recruit and society, it was interesting how each person had a different opinion of military service. When the recruiter goes out to seek applicants for possible enlistment in America's military, he is hoping to find someone who is ready, willing, and able to serve. He expected his job to be challenging but he did not expect the mission to be demanding emotionally and mentally. He expected to work long hours but he did not expect days of feeling unappreciated and belittled for something he cannot control -- how society feels about their sons and daughters being in the military.

There was a time when recruiters were seen as a positive force in high schools across the country especially those in economically challenged areas of the country. A chance for military service was a way out for some the young men and women in these schools. However, since the

events of 11 September 2001, societies that do not have a large presence of military members have taken a threefold change. Just after 9/11, most societies were in total support of the military with the majority supporting the actions taken by the President to reign down on terrorism. In fact, recruiting stations in most regions had people volunteering to join the military without being convinced it is the best thing to do. During the initial phase of Operation Enduring Freedom, society was ready for the President to take action and the support for troops to go into Afghanistan to seize Osama Bin Laden was more than great. Today, since American troops have been serving in Operation Iraqi Freedom since March 2003, the support of society has changed.

Society supports the military but they are not in support of their sons and daughters joining the military as long as there is still a war going on in Iraq. In fact, the support of the President has dropped over the last three years to record lows. Society does not want their sons and daughters be put in possible harms way and risk the chance of never seeing them again. Some parents are now encouraging their sons and daughters to do anything but join the military. These same parents obviously do not realize the sacrifices of the sons and daughters serving in the military in support of America and its freedoms. Society expects their children to be safe and as long as they do not feel the military can keep them safe, they are not willing to support their enlisting regardless of the bonus.

The recruit, on the other hand, expects to be safe but those willing to enlist are willing to take a chance. Some young men and women expressed they are not ready to die because they see what is happening to soldiers in the news on a regular basis. Even though the death toll for soldiers in Iraq is coming to a breaking point, the damage has been done. Most of the young men and women who fall in the recruited market have never seen American's at war and the

images in the news are not helping. The recruiter, recruit and society all expect different things and those things are what make the business of recruiting a challenge for the recruiter.

A Leaders Perspective of Recruiting

Leadership makes the greatest difference in military recruiting. Leaders are given the daily challenge to train, teach, coach, and encourage subordinates to achieve the military recruiting contract goal. Based on some leaders, the drive to recruit future soldiers is unknown but it's what they do, to do their part, to contribute to combating the Global War on Terrorism.

The primary Army leaders a Future Soldier has the opportunity to see on a regular basis are: The Army Recruiter, Station Commander, Recruiting Company First Sergeant, Recruiting Company Commander, and Recruiting Battalion Operations Personnel. Additionally, the future soldier begins his initial military experience in the Military Entrance Processing Station (MEPS), in which he has the opportunity to meet other military leaders who assists him in effectively joining the Army. Those leaders include: Recruiting Counselors (who ensures the future soldier wants to join the military and that he was not coerced to join with false incentives), MEPS Commander (ensures each future soldier meets the processing standards prior to his swearing them in for military service), and the entire MEPS staff (these personnel are responsible for ensuring the MEPS process takes place in a timely manner).

The leaders described above are not senior leaders, typically, they are junior leaders who have the primary responsibility of recruiting the best and the brightest future soldiers for our military. In taking the opportunity to interview some of our Army leaders who are in the fight or have been on the battlefield of military recruiting, they provided some great insight on recruiting from a leader's perspective. As part to of a face to face interview (in some cases via telephone),

each person interviewed was asked the following questions to get a sense of commonality/shift from each leaders perspective:

1. When were you assigned to recruiting command?
2. Where have you been assigned within recruiting command? If known, what regions?
3. What is your perspective on recruiting in today's market? Or perspective when you last served in recruiting?
4. Do you believe there is a better way to recruit future soldiers? If so, please explain.
5. Tell me how you feel about recruiting from a leader's perspective.
6. Now tell me how you feel about the mission of recruiting -- especially the mission you were given each month to achieve. Was the mission realistic for the recruiting market in your area?
7. How supportive are parents or the society to recruiting?
8. How supportive is your family to your recruiting mission?
9. How tough is it to keep young recruiters motivated or old recruiters on target?
10. How supportive is your primary leadership to you and your unit?
11. If given a choice, would you choose recruiting as a future job?
12. If you recruited prior to 9/11 and continued in a recruiting position just after 9/11, did anything change?
13. Please provide any additional comments regarding your recruiting experience.

Recruiting Company Commander Pre 9/11 (MAJ Greg Ash):

1. September 2001 to September 2003.
2. Baltimore Recruiting Company, Fort Meade, MD.
3. It's still a viable tool in attracting young recruits to join the Army.
4. No, I believe the Marketing and Analysis team do a good job in looking ahead for future

trends to attract potential recruits.

5. From a leader's perspective, recruiting can be very stressful and over tasking experience.
6. The overall recruiting mission as a whole was appropriate and very conducive to the market.
7. At the time, it was a challenge in light of the 9/11 incident.
8. It was really a hard time for my family because of the late evenings and early mornings.
9. It was very tough for both young and old recruiters because everyone had unique situations, but overall the young potential recruiters were the most challenging because of the lack of experience and understanding involved.
10. My primary leadership support was great because of the relationship and reputation concerning work ethic and other professional-related performances.
11. Probably not based on my comments from #5.
12. Before 9/11 recruiting was less stressful and demanding as compared to post 9/11.
13. In terms of recruiting experience...I probably wouldn't recommend it unless additional command was necessary; however, once you have experienced recruiting...you will leave knowing a lot more about what and how the Army markets and advertise for future recruits. An awesome experience nonetheless.

Recruiting Company Commander Post 9/11 (MAJ Tim Petty):

1. January 2002 to May 2004.
2. San Antonio East Recruiting Company. 5th Brigade.
3. Recruiting in San Antonio was difficult at times because the city is primarily Air Force. I had several parents tell me that if their child was going to join it would be the Air Force and not the Army.

4. No. What we are currently doing is best. You have to get out there face to face and evaluate the candidates.
5. From a leaders perspective it was very challenging. There are so many rules and regulations that you are constantly learning. Leaders are sent to short shake and bake courses and then sent out to the field. The Company Commanders should go through the same long course that the recruiters go through plus the commander's course.
6. The mission is designed/set up mathematically based on the number of enlistments that come out of the area the last few months, which is fare. The problem is that the Battalion Commander and Command Sergeant Major do not have to stay with the recommended numbers. On several occasions my company's mission was increased to provide relief to other companies, who were failing on their mission.
7. San Antonio is a very pro-military town, but as I mentioned before, many parents that I talked to wanted their son or daughter to join the Air Force if they joined any force. I also talked with many parents who had served in the military, but felt that serving is not good enough for their child.
8. My family was supportive, but after two years they became very weary of my schedule. I worked 0800 to 1900, Mon thru Fri, and then was in the office three to six hours on Saturday.
9. When the Company was on mission it was easy, when we didn't make mission it was hard to keep them motivated.
10. My Battalion Commander did not have very much leadership prior to taking command. He tended to follow the hero to zero philosophy. For example, my company made mission one month and provided extra enlistments to help the battalion. We could have held the contracts

and put them in the following week, which would have kept us on glide path, but didn't. The week after we had helped the Battalion Commander was chewing on me for not being on glide.

11. No, the job was very stressful and I got little personal reward out of it.

12. I only recruited after 9/11 and it was tough.

13. The recruiters that I worked with were outstanding professionals doing a difficult and at times thankless job. Without their support and hard work I would not have been successful as a commander. My job was to support them and they supported me. I learned a lot from the experience even though I wouldn't want to do it again.

Recruiting Company First Sergeant (1SG Wylette Tillman-Provo):

1. May 1993 to Present.

2. Philadelphia (now known as Mid-Atlantic) w/duty at North Jersey Recruiting Company, East Brunswick Army Recruiting Station, NJ. 1st Brigade.

Note: 1SG Tillman-Provo has served in various recruiting jobs to include those at the US Army Recruiting Command (USAREC). She is currently the First Sergeant for the Athens Recruiting Company.

3. It is harder than ever before because the war is constantly in the news. Super challenging is reassuring loved ones that the new enlistee is making a good decision.

4. I believe the only way to fix recruiting is to place more emphasis on retention. If we did a better job maintaining the force we would spend less time replacing the force.

5. I think we ask too much of our subordinates. By that I mean we demand 100% M-S and the reality is that nobody can keep up with that pace. I would love to see the business change to a M-F business. I am positive soldier's moral will improve thereby improving production.

6. I believe my Company's mission is excessive! The Army owns the market in everything except Seniors (high school or post-high school students) and our mission continues to soar.
7. Most are very supportive until you attempt to enlist their love one(s). Then they tell you to get lost; they don't want their sons or daughters to be involved in the war.
8. Very, but after almost 24 months of being a 1SG my family is ready for me to give up the job. The constant ringing of the cell phone causes family members to believe that my job never ends and that I am never completely available.
9. Extremely difficult. Unfortunately as the Company Leadership Team (CLT), we try to appeal to recruiter's thru incentives. It is ultimately a station issue that rarely comes to the attention of the CLT (that they didn't actually get the time off although they earned it). I also find that so many recruiters feel defeated. They approach prospects apologetically...like they don't expect them to want to serve or hear the Army story.
10. My Company Commander was/is great. The Battalion Leader Team (BLT) is/was horrible. In the words of my Battalion Commander (three times during CLT meetings..."self-perseverance is the name of the game."). I learned not to ask for anything because it was too much trouble. As a result, my Commander and I learned to deal with things ourselves and rarely allowed information to be shared with our BLT.
11. No. I am a cadre recruiter so I am always going to be involved in recruiting; however I am very reluctant to recommend that anyone convert. I think the average soldier is better off back in their MOS.
12. Initially yes...everyone wanted to be a part of the Armed Forces because it gave them a sense of "I can give something back to my country." Now, the opposite is true; most folks are frustrated that the war has gone on for almost four years and they don't want any part of it.

13. I still love watching the transformation that takes place when Johnny and Jane Citizen become Soldier Johnny and Jane. It's still remarkable what we can do in such a short period of time. Also appealing is that sometimes they say thanks for giving me a chance to be a Soldier!

Each leader interviewed provided different answer to each question; however, one thing was very clear, recruiting is a tough business and it is not recommended to those without a desire to recruit. Leaders on the ground face new challenges each day. When a recruiter fails to make mission, the leader fails to make mission and in most cases and low morale is felt throughout the command. The mission of recruiting is not easy but providing an alternative to young American's who are looking for a new way of life is definitely worth the recruiting effort.

Conclusion

Since the events of 9/11, the recruiter's job has seen some unbalanced challenges in recruiting Future Soldiers. It is clear that 9/11 had a measurable impact on Army recruiting. Changes in the number of enlistments over the past five fiscal years clearly show a trend in the various recruiting markets. USAREC's Mission Analysis, Race Analysis, and Gender Analysis revealed an increase in Caucasian enlistments and an increase in male enlistments. These changes had an immediate and measurable effect on Army recruiting. One effect was an increase in the proportion of enlistment contracts from the Caucasian market, which contributed to a decrease in the proportion of contracts from the African-American market. A second effect was an increase in the proportion of male enlistment contracts. The third major effect was an increase in the overall number of recruits in the period immediately following the terrorist attacks (Burger, 2003)

Though there were positive changes in the post-9/11 recruiting environment, this analysis is not intended to minimize the efforts of the recruiting commands or of military recruiters.

Increased enlistment propensity does not automatically translate to increased enlistment quantity or quality. While the data strongly suggests that males were more receptive to enlist after 9-11, the recruiting commands still had to offer attractive programs and incentives convince them to join the military. Most importantly, the recruiting forces still had to communicate with applicants and their families in order to capitalize on the favorable market conditions.

In order for the Armed Forces to remain an all-volunteer force, recruiting must remain a top priority to the American people. Recruiters are doing everything in their power to recruit the finest men and women to serve in the ranks of our Armed Forces. The American people must encourage their sons and daughters to look into the military as a possible starting point for life after high school.

Based on the information collected over the last several months, it is evident that Army recruiting was not successful prior to 9/11. The media did not focus on recruiting because prior to the events of 9/11 there was no need to make mention of the recruiting mission. Now that the war in Iraq has gone on longer than society expected, the need to broadcast the decrease in enlistments is good for public knowledge. The public needs to know that the military is comprised of men and women, sons and daughters, and loyal Americans who are there for the call of the nation. If society does not take a greater role in the protection of its nation, a time will come when possible conscripted service will be necessary to protect the borders of freedom we know and love so dearly.

Over the last three years, American lives have been lost in the defense of GWOT. However, the number of new recruits has decreased along with the number of Soldiers willing to stay in the military in support of GWOT and the many other operations that currently exist in the military. The Army has deployed some personnel to the regions for Afghanistan and Iraq on

several occasions while others are being tasked to fill requirements on a moments notice. Since the Army is the largest force provider, it is responsible for the majority of the missions in Afghanistan and Iraq. Soldiers assigned to rapid deploying units are expected to deploy for up to 12-months while some senior leaders are required to deploy for even longer periods.

At the rate the Army is deploying, in order to free up some of its resources, it has transformed the way it does business -- improving its business practices and streamlining its organizations. Transformation will help increase the personnel strength of the operational Army without increasing overall end strength. The Army cannot maintain the pace it is on without eventually putting Soldiers and families at risk, therefore, has recruiting practices changed since the events of 9/11? Yes, they have and they will continue to change to meet the needs of the Army and Soldiers who are proud to serve an organization based on excellence an dedication to the nation it is proud to defend.

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